



DEPARTMENT OF THE ARMY  
U.S. ARMY HUMAN RESOURCES COMMAND  
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AHRC-MSL-B

16 June 2006

MEMORANDUM FOR Director of Military Personnel Management, Office of the Deputy Chief of Staff, G-1, 300 Army Pentagon, Room 1D435, Washington, DC 20310-0300

SUBJECT: Calendar Year (CY) 06 Active Guard Reserve (AGR) Sergeant First Class (SFC) Selection Board – Consolidated Issues After Action Report

**1. General.** The USAR AGR Sergeant First Class Selection board identified the following issues as matters of concern during the selection process. While highlighting concerns, these issues do not disclose the internal working procedures of the selection board.

**2. After Action Comments.** The following issues are deemed relative and are organized in the following categories:

**a. Personnel Records Review.**

(1) ISSUE: Enlisted Record Brief (ERB) Maintenance and Updates.

DISCUSSION: Some of the Soldier's ERBs were complete but there were a number of ERBs that had not been updated. ERBs provide a quick snapshot of a Soldier's duty location, assignments, and qualifications which are important to board members. Soldiers must not wait for a promotion board to update or ensure that their ERBs are current.

RECOMMENDATION: ERBs are ultimately a Soldier and First Line Leader responsibility, however U.S. Army Human Resources Command and the Soldier's chain of command must continue to assist all Soldiers with these updates.

(2) ISSUE: Timely submission of NCOERs.

DISCUSSION: There were a number of NCOERs that apparently were not completed or processed by the chain of command and Soldiers failed to provide an explanation in a letter to the President of the Board. Although it is incumbent on the Soldier to update their official file, it is also the responsibility of the rating chain to expedite, as applicable, processing of NCOERs. The lack of a current NCOER creates difficulty for board members assessing current duty performance.

RECOMMENDATION: Continue to emphasize to the field the importance of re-enforcing to Soldiers, through Leader counseling and mentorship, maintaining current NCOERs and their Official Military Personnel File.

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(3) ISSUE: Letter to the President of the Board.

DISCUSSION: There were numerous letters sent to the board that adhered to the guidance provided by the zone message and notification memorandum. However, there were a number of letters that addressed information the board deemed irrelevant to the Soldier's record.

RECOMMENDATION: Emphasize to Soldiers the need to follow/adhere to the instructions and guidance provided to the Soldier pertaining to the format and applicable information for the letter to the President of the Board.

**b. Noncommissioned Officer Evaluation Reports (NCOERs).**

(1) ISSUE: Proofreading NCOERs.

DISCUSSION: NCOERs contained improper grammar, spelling, counseling dates, length of rating period, and administrative problems. Attention to detail ensuring the NCOER was properly completed and accurate was lacking in many NCOERs.

RECOMMENDATION: All NCOERs should be closely reviewed prior to final submission to ensure proper grammar, correct administrative data, spelling, and format.

(2) ISSUE: Quantifiable Bullet Comments on NCOERs.

DISCUSSION: Many of the bullet comments did not support the performance block checked on the NCOER. For example, comments for a rating of "excellent" sometimes did not quantitatively support the rating. Credit for the same accomplishment was sometimes listed on successive NCOERs, even when the accomplishment was outside the rating period of the report. Bullet comments were sometimes repeated on consecutive reports.

RECOMMENDATION: Raters, Senior Raters, and Reviewers should ensure that bullet comments are not repetitive and fully support the performance block checked on the NCOER.

**c. General Observations.**

ISSUE: DA Official Photographs.

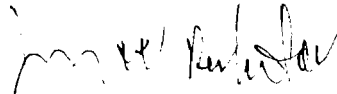
DISCUSSION: Approximately 85% of Soldiers had a DA photograph in their board file. Very few Soldiers provided a Board letter explaining the reason for the lack of a

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photograph. Board members closely reviewed promotion files to ascertain why Soldiers were missing a photograph. In some cases, the Soldier was deployed or assigned in a geographical location where a photograph facility was not available. However, the majority of missing photographs appeared to be apathy on part of the Soldier. An official DA photograph on file is important to the board.

RECOMMENDATION: Continue to emphasize to Soldiers that they must ensure their promotion file has a DA photograph in accordance with AR 640-30.



JERRY W. RESHETAR  
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Board President